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ABSTRACT

The strategic plan for the James White Library of Andrews University uses the phrase "beyond walls," rather than the catchphrase "library without walls," to acknowledge that printed matter is here to stay but that the paradigm in which it operates is open to innovation and exploration. The fundamental changes taking place in libraries will not eliminate the role of the library as a place for print materials even though the paradigm shift driven by electronic information technology will continue. The James White Library has a primary responsibility to support instructional, service, and research programs for the university through acquisition, organization, and maintenance of appropriate information resources. The new strategic plan recognizes the transitional nature of the library and its needs for a building addition. Seven goals are articulated to reflect the unique nature and mission of Andrews University as a Seventh-day Adventist institution and the beyond-walls concepts of focusing on the patron and on access to information. Staff development and recognition of the library's Adventist heritage are integral parts of the strategic plan. The financial support required for some short-term and specific space needs is outlined. Six appendixes provide supplemental information about the plan, planning committee recommendations, existing staff positions, the budget, and a statistical summary of the library collection. (SLD)

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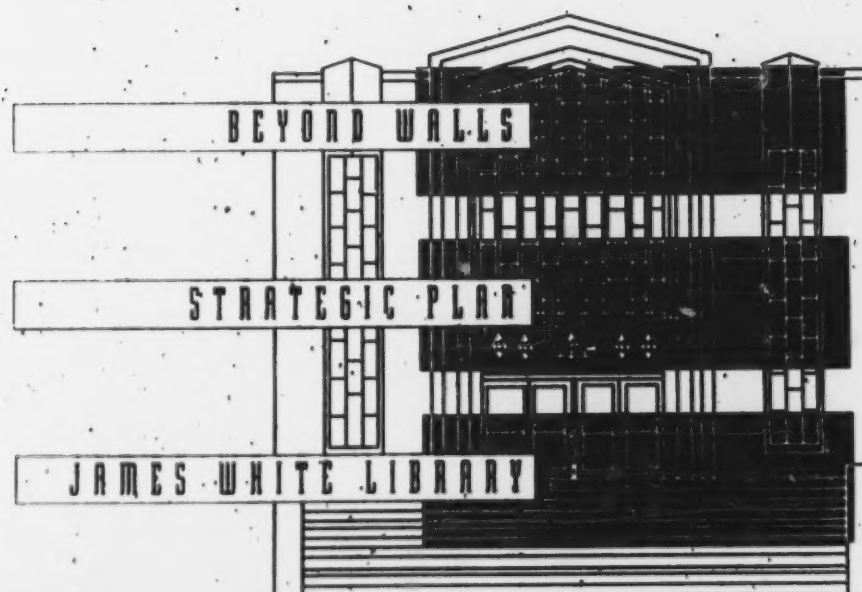
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BEYOND WALLS

A Strategic Plan for James White Library

Prepared by
James White Library
Strategic Planning Committee

Chairman
Keith Clouten

Members
Harvey Brenneise
James Ford
Doug Jones
Wolfhard Touchard
Esther Tyler

Design and layout:
Amy Chambers
Leo Sarli

January 1995

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PREFACE

Libraries without walls is one of the buzz expressions in contemporary library discussion. The phrase surfaces in articles dealing with every type of library, from school to academic, from corporate to public, as writers try to describe the fundamental changes influencing the role of libraries in our society.

Without walls symbolizes a fundamental paradigm shift from the traditional library of print materials to the electronic library of the "global village."

We have chosen a slightly different phrase to represent the future direction of James White Library. The expression *Beyond walls* is meant to recognize that some things will not change during the next decade or two. It affirms that traditional forms of recorded knowledge (the print media) will continue into the 21st century. It sees a long life ahead for the printed book. It affirms that we will continue to need walls. James White Library will continue to be a "place," a building providing space for collections, for growth, for offices, for study and research.

Beyond walls recognizes these realities. We will continue to need walls. But it also focuses on the fundamental paradigm shift driven by electronic information technology, shaping a future of novel dimensions. It acknowledges that our library will never be the same again.

Walls suggest a preoccupation with the old and the familiar. *Beyond walls* suggests an exploration of the unknown, a breakaway from old paradigms and an exploration of new ones.

Walls symbolize ownership and protection of contents. *Beyond walls* switches the emphasis from ownership to access.

Walls describe boundaries and suggest fear and distrust of whatever is outside. *Beyond walls* signifies an openness to ideas and innovation.

Walls imply barriers to communication and understanding. *Beyond walls* suggests communication, sharing, networking.

Walls create a compartment mentality. *Beyond walls* fosters teamwork and cooperation.

Walls narrow our focus. *Beyond walls* enlarges our vision.

Beyond Walls is the chosen theme of James White Library's 1995 strategic plan, pointing us towards the 21st century.

ANALYSIS

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MISSION

The mission of the James White Library is to support the mission of Andrews University by providing bibliographic, physical and intellectual access to recorded knowledge and information. Library service is a part of the university goal of developing the whole being of students and faculty.

The library has a primary responsibility to support instructional, service and research programs of Andrews University through the acquisition, organization, and maintenance of appropriate information resources, including access to appropriate electronic resources.

The library also accepts a broad responsibility for the support and upgrading of the libraries of Adventist educational institutions around the world.

RATIONALE

Why a New Strategic Plan?

In June 1988 James White Library produced its first strategic plan in a document of 70 pages plus appendices. Incorporating a self study, the document reviewed the history and growth of the library, identified areas of weakness and need, and outlined an ambitious series of objectives. Clearly its most ambitious goal looked to the establishment of a fully integrated library system with an On line Public Access Catalog within five years. The fact that this goal was achieved with installation of the Innopac system in 1993 is a tribute to the planning and commitment of university administration and library staff.

Why should a plan of seven years ago need replacement? There are several reasons for making a fresh approach at this time.

• A Time of Transition

The past six years have seen major changes to the American library scene. Academic libraries in the mid 1990's are in a period of transition. The winds of change have increased in velocity. Paradigms are shifting. The old ways of cataloging, finding information, developing collections will not do anymore. A revolution in information storage and access is creating at once chaos and convenience, uncertainty and opportunity.

In these circumstances planning itself is a risky business. Predictions are rife and wild. We are surrounded by moving targets. Yet plan we must, after analyzing as best we can the indicators of future library development.

• New Institutional Strategic Plan

There is another reason for preparing a new program for development. In July 1991, three years after the first plan was produced, Andrews University published its own five year strategic plan, *A Vision for Andrews University: Toward the 21st Century*. This document elaborates seven vision statements, indicating goals for the institution as a whole. If James White Library is to function as an integral part of the academic organism, then its plan must relate closely to the goals of the university. With this in mind, the James White Library Strategic Planning Committee prepared in November 1993 a four page document entitled *New Directions for James White Library: a Preliminary Response to the Seven Vision Statements of the Andrews University Strategic Plan 1991-1996* (Appendix A). That paper has guided the committee in developing this strategic plan.

• Library Space Needs

A third reason for developing this new plan relates to the library's need for a building addition in the relatively near future. It is essential that the library be on the university's master plan schedule for a major addition within five years. A solid

strategic plan with clear directions for development is a necessary first step to the preparation of a building program. A later chapter of this document outlines some specific space needs arising from the elements of this strategic plan.

• **New Library Leadership and Reorganization**

Finally, James White Library had a change of leadership in September 1993. For a variety of reasons, the new director felt that a new beginning was needed. In October 1993, an external commission of three librarians was appointed to conduct a three-day site visit and prepare a report on the library's functional organization. The commission's visit took place in March 1994 and its report, received in April, included eleven recommendations (Appendix B). Based on that report, the director announced a reorganization plan involving replacement of eleven departments with five, which took effect on July 1, 1994.

The JWL Strategic Planning Committee commenced its work in October 1993 and has engaged in the following studies and discussions:

- Study of the Andrews University Strategic Plan, especially the seven vision statements
- Review of the James White Library 1988 Strategic Plan, with special attention to how we have achieved or failed to achieve the specific goals of that plan (Appendix C)
- Study of recent and current trends affecting academic libraries, including visits to other academic libraries in Michigan, Indiana, Ohio and Iowa
- Review of the JWL Commission's report dated April 1994

Much of the excellent work done for the 1988 plan, including the self study and overview of the library's history, does not need to be repeated. To that extent this new plan builds on the previous one.

TRENDS

Academic Libraries Face the 21st Century

Academic libraries in the middle 1990s find themselves in a period of major transition and uncertainty. A convergence of three major elements has occurred to produce some new dynamics in the world of information science:

- Rapid technological development combining high speed computing with high capacity telecommunications has created exciting possibilities for information storage and flow.
- Tough financial times and competition affecting institutions of higher education are forcing restructuring and rethinking. Libraries are not exempt from the necessity to re-examine and re-engineer.
- A new emphasis on distance education, fueled by new interactive information technologies, is forcing libraries to embrace new opportunities and develop a global mentality.

The development of new information technologies is undoubtedly the core factor in the upheaval and confusion occurring in the library world at the present time. It signals the first major paradigm shift in information handling and access since Gutenberg's invention of movable type ushered in the age of print more than five centuries ago.

Studies and predictions abound. Among several significant documents which discuss the contemporary dilemmas facing higher education and libraries is a Mellon Foundation study published in 1993,¹ a Policy Perspectives 1994 report by the Pew Higher Education Roundtable² and a May 1994 Executive Strategies Report by the Higher Education Information Resources Alliance.³ Each one analyzes the effects of the information technology revolution in addition to other influences and looks for answers. Nowhere, however, is there any sense or prediction that libraries will be less significant in future programs of education than they are now. Indeed the opposite is true. James Billington, Librarian of Congress, wrote in March 1994: "If we didn't already have libraries, they would now have to be invented. They are the keys to American success in fully exploiting the information superhighways of the future."⁴

For academic libraries trying to navigate a steady course in a volatile sea, some trends are nevertheless discernible.

1. A change from ownership of resources to access.

Richard DeGennaro, long a front runner in library futures published this statement in 1992

Research libraries in the next decade or two are going to be evolving very rapidly toward this new paradigm where it's not just what you own in any particular library, but it's what your library is able to provide access to.⁵

The new paradigm has big implications for libraries planning their futures. It is a fundamental change from the concept that a library's strength lies in its physically owned resources of books and journals to the concept that its strength lies far more in the degree of access it is able to provide its patrons to the global information data bank. One author describes an exciting new scenario

We now have within our reach the technological means to construct learning environments that have the information density of the Library of Congress, the

pedagogical skill of Socrates, and the excitement and holding power of a video game.⁶

In practical terms, the new 'ownership versus access' paradigm means replacing collection development with resources management, re-allocating substantial budget resources from acquisitions to access, replacing some expensive periodical subscriptions with full text electronic access, and ultimately re-engineering the library's processes to take care of new demands and patron services.

The concept of the library as a 'gateway' to information resources does mandate a shift in the library's philosophy of service. Traditionally the library was concerned with making information resources available to the patron who came to the building. The library approaching the 21st century must concern itself with delivering information at whatever location the patron needs it. It is a marked change of emphasis from document availability to information delivery.

2. Print materials will continue to be important.

In spite of the current pre-occupation with electronic devices and resources, print will remain an important medium well into the 21st century. World statistics from the early 1990s show that production of printed materials continues to rise, although the rate of increase has slowed substantially since the 1960s and 1970s. In a 1994 article in praise of the information super-

highway concept, the Librarian of Congress, James Billington, wrote:

We also see a long life ahead for the book: books are user-friendly and portable. We believe that Americans will be reading Shakespeare and Huckleberry Finn on the printed page many decades hence, and reading printed newspapers and magazines as well.⁷

The challenge for libraries lies in managing the traditional print formats while developing new processes and methods for handling electronic resources.

3. Cooperation and networking with other libraries.

Decades of talk about library cooperation and sharing are becoming reality as national, state, regional and even international networks provide the essential links to the information superhighway envisaged by the American government. Pressure to collaborate and share access to information comes from two directions. On one side academic libraries are faced

with scarce financial resources, on the other, they are encountering increasing competition from commercial organizations. As the Council on Library Resources states in its 1994 annual report, "Information has become an international commodity, and libraries are no longer the only organizations delivering information services."⁸

Until recent years, libraries have conducted comprehensive acquisitions programs which have given rise to the "20/80 rule"—that 20% of their collections satisfy 80% of the need, while the substantial 80% is required to support just 20% of need. The promise of resource sharing, with a change of philosophy from "just in case" to "just in time," means that libraries can concentrate on developing their core collections (the 20%) while providing timely access to the remaining 80% through electronic and cooperative means.⁹

4. Development of the electronic library.

Although one can scarcely visualize a time when all existing print resources will be converted to digitized format, one can foresee the rapid development of

substantial data banks containing the full text of reports and major journals in the sciences and technologies. The electronic or virtual library concept becomes possible with the concurrent advances in high speed computing, high capacity storage, and high capacity telecommunications.

Accompanying these technological advances is a new generation of library users—patrons of the electronic age with high expectations of what the library can provide for them, and with a demand for the latest and best in technological efficiency.

The electronic library carries deep implications for the design of buildings.

The promise of a digital world suggests to some that new buildings for the storage of materials may no longer be needed. Others, however, recognize that outdated facilities will need to be redesigned for electronic information delivery. Capital improvement planning is particularly challenging when old and new information formats meet in library facilities.¹⁰

5. Increased emphasis on distance education.

The impact of interactive telecommunications is just beginning to be felt

What telemarketing and phone banks did for catalog sales, what QVC did for home shopping, what ATM's did for banking, the information highway is about to do for distance learning and higher education.¹¹

Libraries will have an integral role in providing information services for distance learning. One can expect distance education services to be a topic of increasing discussion and emphasis among librarians during the next decade. Libraries have concentrated on providing rapid bibliographic access. They now need to develop rapid document delivery.¹²

6. Restructuring of academic libraries.

Tough financial times facing higher education institutions will force libraries to restructure, to operate more efficiently, to provide better services with less staff. What has been said of the institutions as a whole is also applicable to their libraries.

What becomes increasingly clear is that eliminating costs means reducing personnel and rethinking the scope as

well as the scale of instructional and research programs. Most institutions also come to understand that permanently reducing costs means recasting basic functions and purposes. The lesson still to be learned is that such restructuring is only possible once the decision has been made to operate with smaller, more flexible staffs and simpler, less convoluted processes.¹³

Libraries are having to be innovative in handling challenges of this kind. Self-service check-out of library materials, more effective bibliographic instruction, contracting out of acquisitions and cataloging to specialized agencies, re-examination of time-hallowed methods and procedures—these are some of the ways in which libraries are tackling the difficult issues of restructuring and improving their technical efficiency.

7. Increased support of information technology in libraries.

If libraries are to fulfill their vital role in the future of higher education, they must receive strong and

substantial support for the development of information technology and resources which can be integrated into campus-wide learning systems.

One of the most exciting trends in academic libraries is the increasing use of multi-media resources, including the emerging role of "knowledge creation" in which print, data, audio, and visual resources are brought together into software which supports teaching, independent learning, and research.¹⁴ The Information Arcade, developed at the University of Iowa library, is a trend-setter in this respect.¹⁵ It has the potential to transform the way we teach and learn.

A recent report to university administrators sounds a warning:

The costs of not equipping our campuses to compete in a future where students can learn and communicate in a virtual classroom linked to international networks of digitized information will be substantial. Faculty and staff will lack the tools and expertise to develop new learning modalities and be unable to help students learn to select, synthesize, and give meaning to the vast array of informational choices which confront them. Many institutions will be lost in the growing competition from for-profit learning corporations which are already beginning to challenge higher education's monopoly on the provision and credentials of learning.¹⁶

Without question, libraries are in the midst of an uncomfortable transition from a print-dominated society to one which is becoming increasingly depen-

dent upon electronic media. Libraries will survive the transition provided that they keep their mission in clear focus. Paul Evan Peters' advice is worth heeding:

For every new technology there are threats and opportunities, and sometimes the difference between the two is not easily discerned. But the more we think about that difference, and the more often we remind ourselves that technology is a tool and not a goal, the better chance we have of achieving our goals and finding the right place for our facilities, functions, and artifacts.¹⁷

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STRENGTHS AND WEAKNESSES

A Summary Evaluation of James White Library

The self study done in connection with the 1988 strategic plan presented a clear evaluation of the many aspects of James White Library operation and services. The plan itself established a number of specific goals based on perceived library needs at that time. More recently, the 1994 JWL Commission made eleven recommendations for the future of James White Library.

The Strategic Planning Committee examined the 1988 goals to determine to what extent they have been or are being achieved five years later. The results of this study are found in Appendix C.

The purpose of this section is not to repeat the 1988 study, but to use the information gathered at that time, as well as the Commission's report, to identify the library's current strengths and weaknesses.

Administration

The major recommendation of the 1994 JWL Commission was that the library should be reorganized into not more than five or six departments, instead of the eleven then existing. The Commission expressed concern that the library was driven by collections rather than functions, resulting in much wasteful duplication of resources and reference points.

In response to these recommendations, the library was reorganized on July 1, 1994, into five departments and a new office. The new departments are: Technical Services (acquisitions, cataloging, and periodicals); Information Services (reference, inter-library loan, and seminary services); Patron Services (circulation, stack management, and public services); Special Collections (The Media Center, Music Materials Center, and Architecture Resource Center); and the Adventist Heritage Center. A new Office of Resources Development was also established. A goal of the restructuring is more efficient operation of technical functions, and fewer patron service points, especially at low use times.

A recommendation that the two satellite libraries in Music and Architecture be physically integrated into the main library when the library receives a new addition needs further study.

With the reorganization, the former Director's Council was replaced by an Administrative Committee comprising the department heads and an elected member from the support staff. There are several library committees, as well as half a dozen

advisory committees with good faculty representation. The librarians continue to be members of the Faculty of Arts and Sciences, but they now also meet regularly as a library faculty group dealing with professional issues and advising the library director in some policy issues. A librarian liaison program in which librarians are assigned to various segments of the academic departments on campus may also be studied by this group.

Another Commission recommendation was that the library director be a member of the Dean's Council. This received approval of the Vice President for Academic Administration. It gives the library a voice and an ear at a forum where ideas and issues are aired.

The need to develop a good staff classification ladder was addressed during 1994. The new classification recognizes two Assistant and two Associate employment levels, with appropriate rate spreads, and all staff job descriptions are being plugged into appropriate classifications.

(See Appendix D)

A similar job classification, with wage spreads, was developed for student assistants in the library, and took effect in Fall 1994.

Overall, a number of changes involving aspects of library administration are presently in process, and only time will measure the degrees of success of their operation.

Resources

Central to a discussion of the library's collections is the dilemma of physical ownership of resources versus electronic access. One must expect that the next few years will see a substantial shifting of fiscal resources from acquisitions to access.

Developing the collections at James White Library has been a shared responsibility between librarians and teaching faculty. Prior to July 1994, however, no person had an overall or coordinating responsibility for collection development in the broadest terms. There is also a sense that the library is not sufficiently involved or informed when academic programs are dropped or added. The library's collection development should be informed and guided by changes in programs and courses.

In July 1994, a Resources Development Librarian was appointed with broad responsibility for balanced development of library resources in all formats: book and periodical, print and electronic. Evaluation and weeding of the

collection is included in this responsibility. An early priority will be establishment of a new comprehensive policy on resources development. This policy cannot ignore implications of the global mission of the University, including its responsibilities to affiliated colleges around the world.

Allocation of funds for book purchasing has undergone a progressive decline in real dollar terms during the past ten years in spite of a steady inflation in book prices. This must be of concern, because although the library's total volume statistics give a healthy appearance, the book collection is overdue for weeding in several subject areas. New books continue to be published in ever increasing numbers, and must be acquired to support all programs, especially in the humanities and social sciences, and wherever graduate programs are being supported.

Of more serious concern is the continued inflation in periodical prices at rates well above the CPI average. Although there have been substantial annual increases in the periodicals budget (from 19.6% of the total acquisitions budget in 1970 to 41% in 1994), these increases have not kept pace with price inflation.

The library has been forced to progressively cut its subscription list (from 3500 in 1986 down to 2850 in 1994) to the point where further cancellations will jeopardize the academic credibility of some programs.

In today's climate of academic belt tightening, annual budget increases of the magnitude required to maintain even the status quo in periodical subscriptions are not a live option. We must consider alternatives, which include greater dependence upon interlibrary loans and replacing some expensive subscriptions with electronic access to their full text. A move in this direction was begun in the 1994/95 school year.

Preservation of library materials, identified as a problem in 1988, continues to be a pressing issue. The problem is compounded by inadequate temperature and humidity control in the library building. There is also an urgent need to upgrade fire protection equipment throughout the building.

Services

Recent user surveys confirm that James White Library enjoys a good reputation for quality service

in its various areas and branches.¹ The library has a strong general reference department and library instruction program, a well staffed circulation desk, a busy and efficient interlibrary loan office, and specialized public service points in periodicals, Seminary Library, Adventist Heritage Center, Media Center, Architecture Resource Center, and Music Materials Center. Statistics reveal heavy and increasing use of most collections and services.

The heavily decentralized structure in past years has fragmented reference services to a considerable degree. The July 1994 reorganization looks to reverse this trend by bringing general, seminary and periodical reference services under a single Department of Information Services. Similarly, circulation of materials from several service points is now being centralized at one desk.

The installation of the Innopac fully integrated library system in 1993 has in many ways revolutionized the library's services. It has streamlined circulation functions and periodical processing. The enhancement of the J-eWel terminals with user friendly access to the worldwide Internet, and to major bibliographic databases such as WorldCat, SocioFile, as well as the Seventh day Adventist Periodical Index, has ushered in a new global level of reference service, with unprecedented demand for patron assistance and instruction. The full implications and future possibilities of electronic access to information are just beginning to be felt and enjoyed by librarians and campus faculty.

One area of concern is the inadequate number of hours that James White Library is open during term, which includes being closed for almost 48 hours each

weekend from 2 pm Fridays until 1 pm Sundays. This closure is largely due to Sabbath observance. Interestingly, however, a comparison of library hours of all Seventh day Adventist institutions in North America shows that only two colleges have fewer hours than James White Library. Demand for extended hours has been consistent, coming from the student body as well as from faculty. An obstacle to increasing the hours has been the cost of staffing multiple service points. The new centralization of services may help to remove this obstacle.

A second concern relates to library support of the various extension programs of Andrews University. The library is rarely consulted when off campus programs are planned. The result is a near or total lack of library support which must negatively impact the academic quality of these programs, and this at a time when electronic networking provides unprecedented opportunities for off campus information sharing and document delivery.

Organization of Materials

Replacement of card files with an automated system has been a major challenge for the library's technical services including cataloging, periodicals and acquisitions. Much has been accomplished in a relatively short time with great effort and staff commitment.

Much remains to be done. Significant holdings remain to be converted to the Innopac system including substantial collections within the Adventist Heritage Center. The cataloging of these materials will be labor intensive, requiring the expertise of a librarian with cataloging experience. Recognizing this, the JWL Commission recommended that the library complete its retroconversion as quickly as possible and hire an additional cataloger to cope with the considerable original cataloging involved. This is an immediate need.

Meanwhile the library should study long term implications for its technical functions of trends pointing towards contract cataloging services and a move away from print and toward electronic access.

Budget

The library's percentage of the adjusted university general and educational expenditures appears to have stabilized at around 6.0% for the past dozen years. This is recognized by the Association of College and Research Libraries (ACRL) Standards as the minimum acceptable level of library support. It should be seen and treated as a maintenance level. In the present situation at Andrews University, the 6.0% can support core library services. Additional funding is required to maintain the unique Adventist Heritage Center and to support the operation of two branch libraries.

It should also be recognized that the existing level of budget support cannot adequately meet the needs of new academic programs which may be added from time to time. A special library appropriation for a core of materials should be included in the start up costs for every new program.

Within the past two years, James White Library has taken a bold step into the electronic age with the installation of the Innopac system ("JeWeL"). Substantial funds were allocated for this installation, which included a large order of computer equipment. What is now urgently needed is an appropriate level of annual financial support for replacement, upgrading and additions to the library's electronic equipment. It is not reasonable to expect these needs to be financed from the regular annual library budget.

ACRL Standards call for between 35% and 45% of the library's total budget to be spent for resources, and between 50% and 60% for personnel. Statistics for James White Library during the six years 1989/90 to 1994/95 have shown a gradual slippage in the proportion of budget for resources from 40% in 1989/90 to 36% in 1994/95, and a corresponding rise in personnel costs from 53% to 56%. In an institution where salary and wage levels are below the average for all universities nationwide, one would hope to see personnel costs closer to the low end of the range (50%) and expenditure on resources to approach the high end (45%).²

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1. In April 1994 the library participated in a nationwide library user survey sponsored by the American Library Association. James White Library compared very favorably with the responses from academic libraries as a whole.

2. For tabular analysis of JWL budgeted expenditures from 1989/90 to 1994/95, see Appendix E.

DIRECTION

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GOALS

The seven goals articulated and elaborated in this section are intended to reflect the unique nature and mission of Andrews University, including its global significance within the Seventh-day Adventist Church. The goals also emphasize the "Beyond Walls" concept of the library's strategic plan.

GOAL 1

REFLECTING OUR UNIQUE MISSION

To reflect the university's mission of passing on Christian moral and religious values to its students in appropriate ways

- *By placing emphasis on acquiring materials which reflect a Christian perspective or worldview while continuing to acquire a diversity of viewpoints on all topics*
- *By fostering Christian characteristics and an attitude of caring, friendly service on the part of all library employees*
- *By giving special attention to creating within the library building an aesthetic decor as well as a motif or symbolism that reflects the religious nature of the institution*
- *By developing and promoting the display of quality art works and sponsoring appropriate cultural exhibits and events*

When we talk about integration of faith and learning on an Adventist college campus, we generally mean elements such as classroom instruction, daily worships, chapels, and campus recreational programs. Whether the library gets any attention and how it is included is often less clear.

How does one implement the uniqueness of Adventist educational philosophy within a school library? Should it matter that the campus is Seventh day Adventist? Indeed, does the library of an Adventist college or university have any unique role?¹

If we affirm that every Adventist academic library does have a faith role, that reality must be especially true for the James White Library. Not only is Andrews University the direct "blood" progeny of the first Seventh day Adventist educational institution, Battle Creek College, but it has a particular place and influence in the world work of the church. This presents a special challenge to this library—named in honor of Adventist pioneer leader, James White—to search beyond the walls of its existing philosophy and practice, to explore ways of creating an environment of faith around its collections and services. One might suggest that James White Library has a modeling role within the Adventist library world.

In resources development, the faith objective does not signal particular restrictions in collection development.

or access to information. As one writer quipped: "The universe is fireproof; it is safe to light a match anywhere."² It does, however, suggest—require even—that James White Library will place a special emphasis on acquiring materials that reflect Christian perspectives or values, that the library will seek out resources compatible with a Christian perspective or worldview, wherever these materials occur in any subject discipline. The library of Andrews University ought to become recognized in academia not only for its emphasis on Adventist materials, but also for a strong collection in the integration of Christian faith and learning.

The goal of fostering faith also has implications for the library's employees, whether librarians, support staff, or student assistants. Employment here ought to mean something more than selecting resources, cataloging books, providing circulation or reference services. It should also mean a commitment to the mission of the church and the university, a purpose to model Christian behavior and search for ways to create an understanding, caring service environment.

The library building—the space environment—should also reflect the unique mission of James White Library. In interior design and re-decoration, as well as in its plans for building expansion, attention should be given to creating a visual sense of faith and purpose. There are several ways in which this might be achieved—through the use of symbols, the choice and representative placement of art works or objects, and special design features such as an alcove featuring the life and work of James White (for whom the building is named) or a "chapel of the mind" where a unique space might be set aside for study, reflection and meditation in an environment of faith-supporting materials.

The library's program of cultural events and exhibits may also contribute to its Christian mission. Lecture series, events and exhibits may challenge the mind, broaden understanding, focus on social needs, and contribute to the development of whole persons.

GOAL 2

ENHANCING THE ACADEMIC PROGRAM

To enhance the quality of instruction and independent learning within the institution in partnership with academic departments and appropriate campus agencies

- *To further extend and strengthen the library's program of library instruction so that students as well as faculty are well equipped to navigate the ocean of print, electronic and visual information*
- *To collaborate with campus computing specialists in establishing information technologies which support and enhance instruction, research and knowledge creation*
- *To embrace opportunities for partnership with academic departments in program planning so that appropriate library support is part of new program implementation*
- *To provide information services including rapid document delivery in support of off campus programs so that students in distance learning programs are not academically disadvantaged*

Rapidly developing electronic and communication technologies are breaking down walls and creating new opportunities for linking the library and the classroom. The classroom of the future may approach the concept of an information laboratory where

students have a "virtual library" at their fingertips and utilize a range of electronic tools to analyze, synthesize, evaluate, compile, and even create knowledge.

The primary purpose of the library is to support and enhance the academic function of the university in both teaching and research. In order to do this well, the library must be an active participant in the academic process, both at the program planning level and at the teaching level. It is especially important that librarians be accepted as partners on curriculum planning bodies such as the university's General Education Committee.

Lacking this close liaison with the academic planning process, the library's program of resources development is likely to be off target. By contrast, library participation in the early phases of program planning should help to ensure that an adequate budget is provided to acquire library resources in support of the new program and that adequate resources are on hand by the time the program is implemented. The objective should be to create a good match between development of information resources and the needs of particular programs or classes.

The benefits of liaison go beyond the resources management function. It is also important that the library's instructional program be geared to the needs of students in particular programs. Teachers and librarians should be encouraged to consult with each other so that library instruction programs are successfully integrated with class content and objectives. Experience elsewhere demonstrates that the highest level of educational quality is achieved when library instruction and use is well integrated into the undergraduate curriculum.

Advances in instructional technology including multi media are opening unique opportunities for teaching faculty and librarians to cooperate with computing specialists in the design and development of dynamic learning environments. Already significant developments are taking place within institutions of higher learning. Experimental facilities such as the "Information Arcade" at the University of Iowa point to the enormous educational potential of the multi media technologies.

In a similar way communication technologies create new opportunities for resource sharing with other

academic libraries in the Michiana region, and for the development of rapid document delivery between libraries throughout Michigan. The new opportunities extend to library support of off campus programs. Technologies open up new vistas in distance education. They facilitate remote electronic access to information databases, and allow rapid document delivery at remote instructional sites.

GOAL 3

FOCUSING ON THE PATRON

To re focus library operations and services in the direction of patron/user needs, in several ways

- *By studying the unique needs and realities of each school and academic department so that library resources development and information services can be targeted to meet specific needs*
- *By recognizing the increasing diversity of the Adventist population nationally and globally, and by surveying the needs of discrete student groups such as multi cultural students, adult and part time students so that library services can be geared to meet the specific needs of each group*
- *By providing adequate hours of service*
- *By implementing change and innovation in the provision of information resources in all formats so that faculty and students have the best possible access to both in house and remote databases*
- *By bringing the library building into conformity with the requirements of the Americans with Disabilities Act*

- *By cooperating with federal, state and local agencies and consortia in meeting the information needs of the larger community, including participation in creation of a national information network*

The new emphasis on Continuous Quality Improvement (Total Quality Management in the academic setting) is impacting the way libraries function and relate to the needs of the user. In the past, a preoccupation with materials has sometimes eclipsed the patron as the focal point of library activity. Goal 3 is designed to place the patron at the center of library planning and operation.

Even when we have attempted to shift our emphasis from materials to services, our focus has tended to be on the "generic patron." The reality is that our clientele has characteristics and needs which are diverse and exceedingly complex. The information needs and patterns of library use of architecture students, for example, are very different from those of seminary students, and different again from those in education programs. We must employ recognized principles and techniques from the business world in understanding and exceeding the expectations of our students and faculty for the services that the library provides.

The shift from a perspective centered on either collections or systems to a focus on students and faculty as customers represents a formidable challenge for academic librarians and their colleagues. However, just as library staff have learned to cope with declining budgets and manipulate a dizzying amount of information resources and technology, so too can they successfully make the transition to establishing customer satisfaction as their overriding goal.³

We must also be sensitive to cultural differences. The multi-cultural mix of the Andrews University student body reflects the increasing ethnic diversity within the Seventh-day Adventist Church. It has implications for the ways we interact with our patrons, and presents some real challenges to our program of library instruction, not to mention the range of patron services we offer.

The library's hours of service should also be re-examined with user needs in mind. A comparison of James White Library hours with those of other private and public institutions offering doctoral level programs, reveals that we may have some distance to go in meeting the needs of our patrons. During the past ten years there have been repeated demands

from both students and faculty for extended hours of service, and the most recent library user survey in 1994 highlighted widespread complaints about the library's restricted hours. Extended hours should meet the research needs of doctoral students, including many international students who are under considerable time pressure to complete their programs and return to their jobs.

James White Library already possesses a good reputation for quality service to its patrons. By heeding the diverse needs of the campus subcultures, the library will be on the way to providing truly outstanding service.

GOAL 4

SUPPORTING A GLOBAL MISSION

To support the global mission of Andrews University by providing appropriate information services to the world wide membership of the Seventh day Adventist Church, and providing special assistance to the libraries of the church's post secondary institutions in developing countries

- *To encourage and support global information sharing, including cooperation with other Adventist libraries and church agencies in developing the Adventist Electronic Library concept*
- *To incorporate a global perspective in development of information resources in all formats, including significant materials originating outside the United States*
- *To assist in upgrading the libraries of institutions affiliated with Andrews University. This includes consultation site visits, assistance with acquisitions and cataloging, and more involvement of librarians on auditing teams*

Andrews University has a special relationship to the world wide work of the Seventh day Adventist Church, both through its role of educating and training church leaders, and through the university's active affiliation program with several Adventist educational institutions around the world. The library has a key role to play in support of these programs.

While recognizing its primary responsibility to the Andrews campus community (itself a complex, international, multi cultural community) James White Library cannot ignore an even more diverse group of potential users. These include

Students in off campus programs

Students of Andrews extension programs
worldwide

Faculty and students at world wide
Adventist institutions that are affiliated
with Andrews University

Alumni of Andrews University
Community residents of Berrien Springs
Berrien County, Southwest Michigan
and beyond

Through the years, James White Library has reached out in several ways to Andrews affiliated institutions. Librarians have prepared special bibliographies, conducted on site consultation visits, assisted with ordering materials, facilitated shipping of donated books. These kinds of assistance must continue, indeed there is a perceived need to provide more organized help such as, for example, an acquisitions/cataloging service.

Beyond these traditional forms of support, James White Library has embarked upon a program that involves global sharing of information databases via the Internet. While most Adventist institutions outside North America are not yet connected to the information superhighway, the future options for network participation include access to each other's library catalogs, access to unique Seventh-day Adventist databases such as the SDA Periodical Index and Obituary Index, and participation in consortia for sharing access to major electronic databases, including some full-text services.

34 A recognition of Andrews University's global commitments and the international character of its student body ought to be reflected in its resources development policy. We must be responsive to a developing consciousness of global relationships and responsibilities in society at large. We have not recognized this enough in past collection development. We are part of a church that is increasingly non-American in composition and outlook, and a deliberate effort must be put forth to develop resources that reflect the international and multi-cultural nature of our constituency.

GOAL 5

DEVELOPING AN EXCELLENT STAFF

To pursue excellence in the development of the library faculty and staff

- *To promote the professional development of library faculty through greater participation in conferences and professional organizations, and implementation of sabbaticals and/or other time opportunities for librarians to engage in study and research appropriate to their profession*
- *To develop a skilled and well motivated support staff with appropriate opportunities for advancement in rank and pay*
- *To continue to provide employment opportunities for students with a goal of developing their skills and leadership potential*
- *To create a working environment that is collaborative, efficient, innovative, and sensitive to the needs of employees*

As the library becomes increasingly involved in information technologies, it is imperative that library staff be informed and equipped to provide a high level of professional service to students, faculty, and the community at large

The automation revolution in libraries has led to a blurring of the lines which traditionally divided professional librarians and support staff. According to Allen Veaner:

Virtually all employees of academic libraries in reality have become knowledge workers. Whole categories of work have totally disappeared and are no longer even available for assignment to a lower level of staffing. Work itself has become more and more complex, more intellectually demanding — exactly opposite to the expectations of early automation pioneers.⁴

Rapid developments in information technology have placed significant demands on library staff at all levels. Never has it been so critical for librarians to attend conventions, be involved in professional organizations, read the professional literature, and be pro active and assertive in planning and creating future scenarios. In the words of Joel Barker: "You can and should shape your own future. Because if you don't, someone else surely will."⁵

Support staff must also be given maximum opportunities for in service training. Their role as knowledge workers and information providers is particularly important in view of James White Library's heavy dependence upon untrained student assistants, many of whom are performing tasks typically associated with the job descriptions of support staff.

In summary, we need to re define and re evaluate the roles of both our librarians and our support staff. Quoting Veaner again: "Academic librarianship is an academic service business, not a bibliographic factory." ⁶

GOAL 6

REMEMBERING OUR ADVENTIST HERITAGE

To recognize the importance of the Adventist Heritage Center not only as a unique depository for research purposes, but also as an interpretive facility capable of educating and inspiring students and others in understanding the historic and contemporary role of the Seventh day Adventist Church

- *To provide urgently needed space and proper preservation of unique Adventist materials*
- *To increase the interpretive role of the Center through state of the art exhibits greater participation in appropriate campus/church events and commemorative activities and such means as special publications, sponsored lectures, etc.*
- *To utilize electronic technology including imaging techniques, where appropriate, to help preserve and make widely available Seventh day Adventist research materials*
- *To clarify the role of the Center in collecting and preserving rare materials that are not directly related to the primary mission of the Center*
- *To work with the Ellen G. White Research Center in developing cooperative collection development policies*

The Adventist Heritage Center needs to be recognized for its distinct purpose and function within the university and the church at large. In reality it has dual roles:

a passive one as guardian of Adventist resources, and an active one as promoter of the study and understanding of Seventh day Adventist history and development

A major goal of libraries is to preserve the written record of humankind, to serve as society's memory. In the Adventist context, a major goal of James White Library is to preserve the published and unpublished records of the church. The biblical injunction to "remember" encompasses more than the passive role of preserving history; it includes an active component of drawing attention to that history because it serves a vital purpose of helping to keep the church on course both in its theology and mission.

The Adventist Heritage Center must carry out both functions well. In its preservation function, it must provide an environment of security and conservation. This includes use of modern technologies, including imaging techniques. In its interpretive role, the Center must explore ways of promoting its use, including preparation of guides and displays, publishing articles, network sharing of electronic databases such as the SDA Obituary Index, etc.

The potential role of the Center as a repository of university archives will also receive attention. Whether the function is to be strictly that of an archives or whether it includes the pre archival function of records management is a matter for discussion and decision.

There is need for increased cooperation between heritage centers in Seventh day Adventist libraries world wide. Unique and valuable collections exist in widely dispersed locations and researchers at any institution deserve to know what is held and preserved elsewhere. Cooperative rather than competitive effort is needed.

The existence of the Ellen G. White Research Center on the Andrews campus (indeed, within the library building) cannot and should not be ignored. Although the Center is administratively and fiscally separate from James White Library, it shares a degree of common purpose with the library. An effort should be made to develop a closer liaison between the two entities, and to find a mechanism for cooperation, including technical assistance to the Center in the bibliographic control of its resources. Consideration might be given to appointing the director of the White Research Center to a library

advisory committee such as the University Library Council and as an invitee to the library's Resources Development Committee.

GOAL 7

SECURING FINANCIAL SUPPORT

To secure adequate financial support for the library including provision for its space needs, recognizing that the library is central to the academic enterprise as it continues to support emerging networked information services

- *To ensure continued financial stability for the library and a strong program of resources development*
- *To project the building renovation and space needs of the library as targets for university fund raising*
- *To appoint a task force to study the role of the existing branch libraries in Architecture and Music, with consideration to the factors of economy and service*
- *To actively solicit grants for project support and development*
- *To establish a "Friends of James White Library" organization as a means of providing a service outlet for interested persons and a source of support for special library projects*

James White Library has enjoyed a history of consistent financial support for its operation and collection development. The challenge now lies in understanding and supporting the changing role of the library in the age of electronic information.

It may no longer be useful to define annual library expenditure in terms of the three traditional segments: employee costs, acquisition of materials, and operating expenses. Information resources are no longer limited to "hard" commodities. It makes more sense to analyze library expenditures in terms of resources (broadly defined) versus technical services. A multi-dimensional approach to library budgeting has been suggested by one administrator.¹

While rising employment costs place a strain on budgets, one real crisis of funding comes from the consistently excessive inflation of periodical prices. One solution to this problem is found in new information technologies such as CD-ROM and off-site electronic databases, including the full text of thousands of current journals. While it is true that the new modes of periodical access involve high costs, they do appear to provide relief from the annual battle of huge subscription increases. In that sense, the library's investment in electronic database access may give promise of a more manageable budget scenario in the future.

In a broader sense, the library must become a more active player in plans for the university's academic development. The library has much to offer the instructional program, both on and off campus. It can add strength to the university's quest for quality in its academic program.

Urgent attention must be given to the future space needs of James White Library. A variety of elements must be considered and assessed for their space implications: the future of branch libraries in Architecture and Music; the relationship of owned print resources to off-site electronic databases; changing patron service functions; the future of technical services; the development of a collection weeding policy; and collection storage options including compact shelving and off-site storage of low use materials.

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APPLICATION 41

INFORMATION RESOURCES

The terms "collection development" or "collection building" describe a library's acquisitions program involving purchase of information materials in a variety of formats: print, microform, audio, video, electronic. The key words here are "acquisition" and "purchase" because they imply ownership of resources. Acquisition has been an adequate term to describe the information gathering role from the earliest libraries of clay and papyrus to the great research libraries of our time.

But a paradigm shift has taken place. In the face of the late twentieth century knowledge explosion it is no longer possible for a library to physically acquire the diversity of resources which its patrons require. However, new information technologies have opened gateways to remote information sites, creating a kind of global marketplace of information. Libraries will continue to acquire and own information resources; they will continue to build and develop collections. But those activities are becoming recognized as one part of a broader program of information resources development, which includes planning and managing access to remote electronic databases. It also includes cooperative resource sharing arrangements with other libraries.

Information resources development at James White Library during the next decade will involve some new opportunities and challenges.

- The phrase "just in time" will increasingly replace "just in case" as the guiding philosophy of library growth. Instead of filling shelves with print materials which patrons may need some time, the library will pursue

electronic access for low use resources. This will require a degree of judgment, and there will be some loss of browsability and serendipity, but the potential of opening up access to a much expanded universe of information will provide a handsome tradeoff in most cases.

- The nature of selection will be different. Never an easy process, selection has meant making difficult choices to maximize the budget available; money was the chief constraint. With potential access to an expanding array of full text databases, the selection process may be not be any easier. Budget will of course always be a constraint, but the problem of deciding not only what to access, but how to access it effectively (given a range of options) will require careful work, especially given the fact that most electronic databases are high cost items. Librarians making these choices must have an accurate idea of user needs and understand the most effective ways of meeting those needs.

- Electronic access is placing heavy demands on the library's reference service personnel. Helping patrons find information via electronic access

requires new skills on the part of library staff, who must also continue to provide reference support for traditional materials. Professional staff time is also needed in planning and implementing electronic access

• The cost of electronic access is not limited to the direct costs of subscription or access charges. The equipment that is needed to simultaneously link increasing numbers of users to a range of remote sites will require a significant and ongoing financial investment. Upgrades of software, maintenance of hardware and software, equipment additions and upgrades, training of staff — all these generate demands for budget support. But on the other hand, it should be pointed out that ownership of resources also comes with big price tags including costly shelving units and ultimately very expensive building space.

The shift towards electronic access at James White Library underscores the need to create resources development policies that reflect the unique program requirements of the various academic areas. Policies must provide for collection evaluation and weeding as

well as ongoing assessment of the library's particular "mix" of owned and accessed resources. Meanwhile, the continued growth of traditional formats will have some space planning implications.

HUMAN RESOURCES

The notion that we face a future of libraries without books is just about as fanciful as the prediction that librarians are about to be replaced by computer chips. The facts are that libraries, librarians, books and chips will all be part of our cultural scene for quite a long time.

Serious writers do, however, predict some changes in the way that human resources will be allocated in the near future library environment. Two long-term trends are worth noting here:

- A reduction in the percentage of librarians and support staff employed in the technical functions of librarianship (acquisitions, cataloging, periodicals). The driving factor here will be the already visible trend towards the use of outside vendors, utilities and consortia in the technical services arena.
- A corresponding rise in the employment of librarians in public services, especially information and instructional services. Library use is increasing attributable at least in part to the user's ability to identify more materials through access to on-line catalogs, remote databases, CD-ROMs, and the Internet. More staff are needed in reference, database searching, and library instruction.

These trends will affect the employment pattern at James White Library in the years ahead. Meanwhile, though, there are some special elements bearing on the way human resources are likely to be allocated in the immediate future:

- The reorganization of library departments starting July 1, 1994, involves centralizing both technical and public service functions. This results in some shift of the cataloging work load into the new Department of Technical Services.

- The transition from a card catalog to an on-line catalog has left a backlog of library materials for conversion to electronic format (Retroconversion). This work is labor intensive and needs to be completed as soon as possible.

- Cataloging of acquisitions for the Adventist Heritage Center is also labor intensive, requiring a large amount of original cataloging. A full-time cataloger is needed for this task.

On a department-by-department basis, staffing needs during the next three years are likely to be as follows:

Department of Technical Services:

One additional full-time cataloger is required to handle Adventist Heritage Center materials, which

by their nature require original cataloging and special treatment.

Additional assistance is also required to complete the Retroconversion project as quickly as possible.

During the next three years, we should study the feasibility of contracting some technical services to utilities which provide such services. This could result in a reduction of staff in the technical services area.

Department of Information Services:

Within two years there will be need for an additional librarian to support a projected increased demand for reference work, especially in library instruction. Much depends upon the library's future involvement in information technologies.

The effect of greater database access has meant an increase in interlibrary loan requests. The longer term effect is less certain as the library moves inevitably toward full text electronic access for periodical articles.

Department of Patron Services:

An increase in circulation load may be an argument for installing self service circulation terminals rather than increasing staff.

Extended library hours will add to staffing needs.

Department of Special Collections:

This department includes the two branch libraries as well as the Media Center. The closure of one or both branch libraries would result in reduced staffing levels.

Adventist Heritage Center:

This department is understaffed for carrying out the kinds of outreach and promotional activities which should be part of its work load.

SPACE NEEDS ASSESSMENT

A detailed Library Space Needs Assessment is being undertaken, and the resulting document will form part of a James White Library Building Program

Though much has been written on how libraries will develop in the 21st century there is no documented body of knowledge dealing with the implications for building design. There is no blueprint for the library of the future.

Two assumptions can, however, be made with some confidence. First, the library of the future will require a revolutionary approach to space and design. The library building for the 21st century must be designed around the patron rather than the collection! The orientation will be service rather than storage. The design must provide for excellent instructional facilities. There may actually be a reduced need for traditional patron seating, since the networking of indexes and databases enables the user to do in the office, home, or residence hall what traditionally had to be done within the walls of the library. In its place there will be an expanding need for a range of group use and instructional facilities.

The second assumption about the future is that libraries will continue to purchase and house print materials in a variety of familiar formats. Book publishing is still experiencing a growth curve, albeit a much flatter one than we saw during the print explosion of the 1960's and 1970's. The old demands for vastly more stack space are being ameliorated by new emphases on collection evaluation and weeding, and by trends toward new forms of compact storage and off site housing of low-use materials.

Focusing on the particular situation of James White Library, we note several needs in relation to space.

The need for a complete building renovation.

The existing building, constructed in 1962 with a major addition in 1977, has provided excellent facilities during a period of rapid library expansion. Several interior changes and renovations have been made during the past thirty years, on a piecemeal basis, to cope with functional reorganization and changing emphases. The result in 1994 is a structure in urgent need of interior re design and re decoration within a total plan or concept compatible with the requirements and expectations of an academic library at the threshold of the 21st century.

Several specific needs must be addressed in a renovated building.

- Extensive re-allocation of space is necessitated by changes in library departmental structure, re-location and centralization of some services, and new directions in academic library service.

- The interior is beginning to show the wear and tear of age and needs re-decoration and vitality. It also needs a new approach to signage.

- Temperature and humidity controls are quite inadequate in the present building. Environmental control is critical to the preservation of library materials, especially unique and rare materials. Large annual expenditures on acquisition of materials, without proper attention to climate control and water damage protection, is neither a wise investment of funds nor a satisfactory response to the ultimate purpose of a library.

- Security of the very considerable investment in library materials, including invaluable and irreplaceable resources, should be a primary concern. This relates not only to fire and water hazards, but also to security from theft of materials.

- Redesign of the building should take into account the requirements of the Americans with Disabilities Act.

Specific Space Needs

There are several specific needs for allocation of additional library space:

- Acquisition of print materials will continue at significant rates in the foreseeable future. Space to house these collections will be affected by the library's weeding policies as well as consideration of options such as compact shelving and off-site storage.

- The Adventist Heritage Center requires at least triple the space it currently occupies. The Center urgently needs more office space, room for a materials preservation unit, increased storage space for collections, new or renovated areas for exhibits, and possibly space for storage of university archives. The interpretive display function of the Heritage Center is critical to its mission. Attractive, state-of-the-art exhibits should be created and changed regularly.

- If the university establishes the Center as its repository for records management and archives, additional space and facilities will be required to support this function.

- Special study should be given to the relationship of the Ellen G. White Research Center (which is separately administered under the White Estate of the General Conference) to the mission of the Adventist Heritage Center. There is good cooperation between the two centers which might be enhanced if they were more closely connected physically, perhaps with a common entrance point.

- The information access and instructional support aspects of the future James White Library must receive prominence in space allocation. This might include a multimedia center and electronic classroom.

- There is a pressing need for more closed carrels to support the needs of doctoral programs in the seminary and in education. More seminar and group study rooms are also needed, as are offices for teaching faculty who are engaged in research or writing projects.

- Both of the satellite libraries (Architecture Resource Center and Music Materials Center) have desperate needs for additional space. Either the required space must be found in the departments where they are located, or their collections and services need to be re-located in an expanded James White Library building.

Some Short Term Needs

The organization of a new Technical Services Department requires that the existing periodicals processing area on the Lower Floor be moved to an

enlarged technical processing area on the Main Floor as a matter of urgency. Target date: summer of 1995.

Priority must also be given to some expansion for the Adventist Heritage Center as the first stage of greater development. Target date: 1996.

The use of compact shelving on the Lower Floor for most or all of the periodicals collection is a realistic and economic proposition. This installation would result in a fifty percent saving of space for periodical storage and allow the library to postpone building expansion until 1999/2000. Target date: summer of 1996.

Weeding of the existing Lower Floor periodicals collection by a minimum of 50% will result in removal of approximately 4,500 volumes. Target date: summer of 1996.

Removal of the religion periodical collection from the Main Floor to the Lower Floor would provide space on Main Floor for expansion of the book collection. Target date: summer of 1996.

Growth of the book collection will not exceed 7,000 volumes per year for the next six years. This total includes growth of both the Architecture and Music branch collections.

Weeding of the existing book collection by a minimum of 40% will result in removal of approximately 20,000 volumes. Target date: 1998.

The Media Center will undergo a degree of metamorphosis and develop at least in part into a multi-media laboratory/instruction area. Target date: 1997.

Questions for Study

1. What is the future role of James White Library in the issue of ownership of resources versus access to them?
2. What is the future role of James White Library in support of instructional technology both on the campus and in extension programs?
3. What is the future of the existing satellite libraries in Architecture and Music?
4. What policies should the library pursue in relation to weeding of its collections?
5. Does the Adventist Heritage Center have a future role as the depository for Andrews University archives?

These questions are relevant to the space needs of James White Library in the immediate future, and must be addressed urgently.

Towards 2000

Two conclusions emerge from this discussion.

First, it is clear that the Andrews University master plan must incorporate an expansion of the James White Library — it is not a question of if, but when. Appendix F contains statistics on the existing stack capacity of the building and a projection based on current rates of growth.

Second, there are some urgent needs which must be met by 1996. These needs include: re-location of periodicals offices, some expansion of Adventist Heritage Center, and installation of compact shelving for periodicals.

On the longer planning range, several needs must be met by the year 2000.

- Additional stack space for print materials

- Adequate space for the Adventist Heritage Center
- Additional space for group study, conference rooms, classrooms
- Additional closed carrels for doctoral students
- Provision of an after hours study area with a separate entrance/exit to provide security for the major library departments and collections
- Re design of the library interior to incorporate a "chapel of the mind"
- Re design and possibly relocation of several library areas, including director's office, Information Services and reference, Patron Services, Multi media Center, White Research Center, Technical Services, etc.
- Provision of an exhibit area
- Re planning of temperature and humidity controls
- Bringing all library areas into conformity with ADA requirements
- Provision of new elevators, possibly new public entrance, possibly office space for library services to affiliated institutions

It is highly desirable that a comprehensive plan for the future James White Library building should be in place as soon as possible, so that the short term urgent needs may be carried out in harmony with the long-term design. This will avoid short term renovation solutions that would have to be torn out later. It is therefore proposed that a library consultant be retained as soon as possible to work with the library staff in preparing a building program. The program should focus on a major building expansion in 1999/2000, while providing direction for interior renovations needed in the short term.

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FINANCIAL PLAN

The preceding sections of this plan have explored the changes driving academic libraries and how James White Library plans to respond in terms of goals. The shifting scenario has financial implications which need to be addressed.

Personnel / Resources

Comment has already been made on the relationship in spending between personnel and library resources. The respected Association of College and Research Libraries Standards¹ recommend that between 35% and 45% of the library's budget should be spent on materials, between 50% and 60% on personnel, and up to 10% for operating expenses. Recent budgets for James White Library have provided between 36% and 40% for materials, between 54% and 57% for personnel, and approximately 7% for operating expenses. In a setting where salary and wage levels are below the national average for academic libraries, and where there is unusually heavy dependence on low cost student labor, one should expect expenditure on materials to be greater in relation to personnel costs. On the other hand, one must recognize that branch libraries (such as the Architecture Resource Center and the Music Materials Center) and special collections (such as the Adventist Heritage Center and The Media Center), add to personnel costs, especially in a relatively small institution. Another short-term factor of note is the library's cataloging retroconversion project which is labor intensive.

The relationship between spending on resources (both "owned" and "accessed") and personnel should be monitored carefully and continuously

with a view to maintaining a strong budget commitment to information resources. Spending on resources should not be sacrificed quickly in times of budget restraint.

Professional Development Opportunities

To be a successful academic librarian in this time of rapid change is to keep abreast of developments and trends in the broad field of information access, storage and use. It is imperative that our librarians be encouraged to attend and participate in conferences, workshops and seminars on a regular basis. This will require an increase in budget support for this purpose.

Ownership / Access

The traditional concept of resources as print or "hard" items acquired and owned by the library is being replaced by the idea that resources may be either owned or accessed. Movement in the direction of increasing reliance on access, as opposed to ownership, is encouraged by escalating costs of print materials (especially periodicals, indexes) and by

increasing availability of materials in full-text electronic format

The 1994/95 year will see the first relatively modest shift in James White Library budget expenditures from purchase of resources to electronic access. This must be seen as a trend which will no doubt escalate in the future. It is a conscious shift of philosophy from a "just in case" to a "just in time" scenario and will expand dramatically the universe of documentary information which our patrons may have at their fingertips.

Investment in Technology

Access to the world of information does not come without cost and one can foresee that financial support for expanding and maintaining information technology will translate into a significant part of the annual budget in future years. The university has made a significant investment in electronic technology for James White Library. Protecting this investment means not only providing funds for replacement and upgrading of equipment, but for the growth and expansion of the Innopac system.

Specific provision needs to be made in each annual budget for:

- Innopac enhancements
- Addition and replacement of electronic equipment (computers, terminals, etc.)
- New multi media technologies in support of education and classroom instruction

Expenditure on electronic technologies should be viewed as a sound investment by the university in the future of Adventist education. The beneficiaries of the investment are not only students and faculty on the Andrews campus, but students and faculty in extension programs, affiliated institutions, and ultimately individuals in every part of the world where there is access to modern communications technology. In other words, it is a global investment.

Building Renovation/Expansion

Separate from the annually recurring budgetary needs is the need to provide for renovation and expansion of the existing library building. This requires a special capital fund raising campaign, which is coordinated through the university's Office of Development.

Other Sources of Funds

Conditions of financial restraint motivate James White Library to explore sources of supplementary funding, not for operations or even for library resources, but for special needs and projects. The library has not been aggressive in the past in seeking public and private grants, but plans to do more of this in the future.

One of the goals of this strategic plan is establishment of a "Friends of James White Library" organization. Such groups have been highly successful in hundreds of academic settings in supporting library needs and funding special projects. Given the international influence of Andrews University and the significance of James White Library in the Adventist information network, we are well suited to the concept of a Friends group.

Recommendations

1. That the annual budget for James White Library should not fall below the standard 6.0% of the university's general and educational budget, while

recognizing that there will be special needs which cannot be met from this percentage

2 That a target of 40.0% of the James White Library annual budget be allocated for information resources, both owned and accessed

3 That a Convention Travel budget be set up separately from the library's Travel budget to provide greater opportunity for librarians to attend professional conferences and workshops

4 That an Information Access budget be funded annually, with the understanding that this expenditure is part of the library's total budget commitment to information resources

5 That study be given to finding a source of annual income, separate from the library's general equipment budget, for maintenance and upgrading of the electronic systems. This special income should be earmarked for Innopac software and license fees, as well as hardware to support the JeWel system, including CPU upgrading and maintenance

6 In support of the library's goal of participation in instructional technology, it is recommended that a campus-wide ad hoc committee be established to explore and develop a plan for the use of informational and multi media technologies for

- enhanced classroom instruction on campus
- off campus programs
- individualized and life long learning, both on and off campus
- development and sharing of global information resources

Such a committee should have representation from academic administration, teaching faculty, library and computing center

Reference:

1. *Standards for College Libraries*. Revised. Chicago: Association of College and Research Libraries, 1986

TIME LINE FOR IMPLEMENTATION

Experience reveals that detailed time-lines extending beyond two years are generally unrealistic. They usually require major revision before implementation reflecting a scenario in which change is rampant and often unpredictable. Flexibility and adaptability will be essential characteristics of a strategic plan in this period of shifting paradigms.

For this reason we must regard the James White Library strategic plan as dynamic and evolving rather than static and fixed. Success in its implementation will require an annual review and updating which may involve modification of goals, revision of strategies, and in course corrections.

Following is a projected program for the next few years:

1994/95

April 1995

Launching of the JWL Strategic Plan

Establishment of study groups/committees to report by 30 May 1995

- Establish a task force to study the future of satellite libraries in Architecture and Music

- Request the Adventist Heritage Center Committee to study future needs of the Center, including space, staff and function

- Request the JWL Resources Development Committee to develop a comprehensive resources development and weeding policy

May 1995

Completion of a library space

assessment study. Appointment of a consultant to work with library staff in preparing a James White Library Building Program

1995/96

July 1995

Add one full time librarian for the
Cataloging Unit in Technical Services
(budget permitting)

Summer 1995

Renovation of Technical Services area to
incorporate space for periodicals processing

Fall 1995

Completion of Building Program document
Develop and submit a grant proposal for a
pilot Information Arcade type project
Commence periodicals weeding project to
be completed by June 1996

Spring 1996

Review of Strategic Plan by Strategic
Planning Committee

1996/97

Summer 1996

Target date for installation of compact shelving on Lower Floor,
and housing of all periodicals on one floor

Target date for first stage of expansion for Adventist Heritage Center

Fall 1996

Launch plans for a Friends of James White Library

Spring 1997

Annual review of Strategic Plan by Strategic Planning Committee

2000

Target year for completion of building
expansion

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APPENDIX A

NEW DIRECTIONS FOR JAMES WHITE LIBRARY

A preliminary response to the seven vision statements of the Andrews University Strategic Plan 1991-1996.

Introduction

This document is an early product of the James White Library Strategic Planning Committee which in November 1993 commenced a new study of library directions and strategies for the next several years. One of the first tasks of the Committee has been to review the document entitled *A Vision for Andrews University—Towards the 21st Century* and respond to its seven vision statements. These responses may be considered to be a preliminary indication of some of directions which the Committee may pursue during the months ahead.

Responses to the Vision Statements

- 1 *Adopt appropriate ways of passing on Christian moral and religious values as expressed by the Seventh-day Adventist Church with the purpose of developing faith, idealism, and inner conviction, and building healthy, responsible persons who have power to think and to do*

Librarians in SDA institutions of higher learning may find themselves in a situation of tension to some degree. On the one hand they must support the freedom of access to knowledge, while on the other they seek to point the student in the direction of faith and religious commitment.

One principle must not be sacrificed for the other. The mission of James White Library supports both ideals, and harmonizes with the vision statement above. The more formidable task lies in translating the vision into reality on a day to day basis.

- 1 Acquire library materials compatible with a Christian perspective or worldview in all applicable disciplines. This does not preclude the acquisition of materials which lack this perspective, but it does require conscious effort to identify and acquire the former.
- 2 Give special attention to creating an esthetic decor, motif, or symbolism that supports a religious theme.

3 Develop and give prominence to a collection of Christian devotional and inspirational materials. Attention to these materials might be directed through exhibits and a special location, such as a meditation room

4 Provide space within the library for display of quality art works and appropriate cultural exhibits

II Pursue excellence, learning and delight in discovery by developing an outstanding faculty and a talented, motivated student body

James White Library has developed an extensive collection of library materials incorporating some significant strengths and special collections, as well as a library faculty with a broad spectrum of experience and expertise in the multi faceted field of librarianship

I Maintain excellence in collection development with careful attention to

the specific needs of academic departments. (For example, a greater emphasis on primary works in the field of literature).

2 Promote the professional development of library faculty. This might be achieved in several ways:

a Provide increased funding for librarians to attend and participate in seminars, conferences, and professional organizations

b Implement an internal program of professional meetings, guest lecture series, etc

c Implement sabbaticals and/or other time opportunities for library faculty as a means of enabling them to engage in research appropriate to their profession

III Become an international center that is global in outlook and in which graduates will acquire a cosmopolitan perspective

With the successful implementation of a fully integrated, online public access catalog with Internet connection, James White Library is poised to lead in developing a global Adventist information network

1 Foster and develop global information sharing. Within the Adventist environment, James White Library plans within the next two years to have the *Seventh-day Adventist Periodical Index* and other SDA electronic databases available online via its JeWeL system. Databases could be accessed worldwide via the Internet.

2 Select library materials with the global perspective in mind. Significant English language materials produced outside the United States should be acquired when they relate to the academic program

3 Assist in upgrading the libraries of affiliated institutions. This might include exchange of personnel between institutions, conducting practical seminars for librarians from developing areas, and more involvement of JW Library librarians in consultative roles and as participants on accrediting teams.

4 Consider selective acquisition of second-language materials, providing online catalog access in selected foreign languages, etc.

IV *Develop leaders who have integrity, vision, effective communication, and management skills, and the ability to empower others*

The library may perform both supportive and modelling roles in fulfillment of this vision

1 Support and enrich the teaching program by providing materials for leadership training

2 Model within the library organization the desired product qualities of leadership, effective communication, and individual empowerment

3 Continue to provide employment opportunities for students, with a goal of developing their skills and leadership potential

V *Develop a pervasive atmosphere of respectful and caring service that seeks to discover and satisfy the needs and wants of the varied constituencies that the University serves*

Quality of service has always been an objective of James White Library, which has an enviable record of service to its campus clientele as well as to the larger community through participation in several consortia and networks. Improvement is attainable through several avenues.

1 Through the techniques of Continuous Quality Improvement (CQI/TQM)

2 Through extension of library hours to meet patron needs

3 Through improved physical facilities, including handicapped access

4 Through networking and cooperation with other libraries, especially with academic libraries in southwest Michigan and nearby Indiana

5 Through active soliciting of grants for project support and development

VI *Create a working environment that is innovative, supportive of and sensitive to its employees*

James White Library has clearly demonstrated its ability to innovate. It has also provided a warm and positive working environment for its staff. Evidence of this is seen in the high degree of dedication, commitment to goals, and cooperative effort.

1 Study the library's functional organization to determine whether change is desirable. Toward this end, a Commission of three external consultants has been appointed to visit James White Library early in 1994.

2 Emphasize participative management in the operation of the library, including the use of problem solving teams and MBWA (management by walking around)

3 Develop better staff communication, including informal communication and sharing through "coffee breaks" and similar opportunities

4 Provide appropriate technology and supplies to improve the functional efficiency of the library workplace

5 Provide adequate and comfortable work environments for library staff

VII *Develop and maintain a portfolio of academic programs and a management system that enables the University to operate with financial security while fulfilling its mission*

1 Involve the library in academic program planning. It is essential that the library become a partner in the university's program planning so that appropriate library support is a part of new program implementation.

2 Provide continued financial stability and security for the library's operation, collection development and services

3 Study the implications of electronic information storage and access for future library space requirements. The study should include a careful collection evaluation as a basis for selective weeding.

James White Library has enjoyed a high degree of financial stability during recent years. What has sometimes been lacking is a knowledge or understanding of the university's planning objectives. Without this knowledge and understanding, the library is forced to set its own goals and parameters which may or may not coincide with the university's program goals.

APPENDIX B

ELEVEN MAJOR RECOMMENDATIONS OF THE JAMES WHITE LIBRARY COMMISSION

1 Re-organization of the Library

The library is not organized for the best efficient operation. There are too many departments and too many librarians directly responsible to the Director. We recommend that the library be re organized with these guidelines in mind

a There should be no more than six departments and no less than five. The Director's Council should be composed of only five or six department heads plus the Director. Decisions of the Council should be disseminated freely to all the staff

b Re organization should be established around like units of the library

c Re organization should also keep in mind personalities among the library faculty - attempting to achieve good working relationships.

2

Director's Status

We feel that the Director should be elevated to a higher position in the administrative structure of the university. He should be a member of the Dean's Council and this status should be reflected in the printed catalogs of the university.

3

Retrospective Conversion

We recommend that the library complete its retrospective conversion - perhaps seeking non library funds to do so.

4

Adventistiana

We recommend that the Director pursue his vision of a world wide network of Adventist information and resources.

5

Staff Development

The Staff Development Committee should pursue its efforts of improving the quality

of the staff by recommending to the Personnel Office a ladder of classifications for the staff to climb commensurate with their education and training

6 **Duplication of Resources and Services** 9

We are concerned that the library is driven by collections as opposed to the traditional mode of functions. The tendency is for the collections to act autonomously without proper regard to other units of the library. There appears to be unnecessary duplication of resources and Reference points

7 **Cataloging**

In order to maintain the principle of centralized cataloging, the Cataloging Department must have additional professional help to care for considerable original cataloging. We recommend that the library hire another technical services librarian

8 **Hours of the Library**

We feel that the library should seek funding to extend its hours (8 00 am - 11 00 pm) four days per week

9 **Full-Text Retrieval**

We are impressed that the library has initiated electronic information services such as CAHL, Uncover, and we recommend that the library expand this capability for full-text retrieval

10 **Liaison Librarian Program**

We recommend that Collection Development initiate a Librarian Liaison Program for the campus wherein the librarians are assigned to various segments of the academic departments on campus. We feel this will provide a closer tie between the library faculty and the classroom faculty, leading to a better understanding and camaraderie

11 **Satellite Libraries**

In the new organization we recommend that the two satellite libraries not be "departments" within the library system, but that the libraries be a part of Public Services/Information Services. The Librarians should be directly responsible to the head of this area

We are also concerned about the proliferation of satellite libraries on such a small campus with only 2700 students. The current precedent will only lead to other schools and departments wanting their own libraries because of the close proximity argument. We feel that the collections are not mutually exclusive but are germane to the needs of many other students of the university. Large universities are forced into satellite libraries because of the bureaucratic effect of one huge facility and because of extensive geographies

Therefore, we recommend that in the new addition to the library, plans be made to bring these two satellite collections into the main library and integrate them into the main library collection

APPENDIX C

1988 STRATEGIC PLAN

To what degree have goals been met?

INFORMATION RESOURCES GOALS

1 Identify, select and acquire library materials regardless of format, in a timely manner
Partially achieved

2 Develop appropriate collection development and weeding policies and procedures for the various collections and implement them
Partially achieved

3 On a continuing basis, evaluate and redefine the library collections
Partially achieved

4 Ensure adequate financial resources to acquire materials and keep up with inflation in costs for library materials
Not achieved

SERVICE GOALS

5 Reach the goal of courteous and patron oriented library services at all times
Partially/Fully

6 Provide full and adequate reference assistance at public service points to all library users
Partially achieved

7 Increase the number of hours the library is open to more adequately meet patron needs
Not achieved

INFORMATION ACCESS GOALS

8 Acquire or access retrospective bibliographies and current bibliographies and indexes to provide maximum access to information both within the library and beyond
Fully achieved

9 Provide timely interlibrary loan service to meet information needs of the university community which cannot be met by the library's collection
Partially/Fully

10 Catalog and process materials with speed, accuracy, and economy

Partially achieved

11 Establish and maintain an OPAC to replace the card catalog

Fully achieved

12 Replace the current inadequate periodical control system with a more adequate computerized system to interface with the OPAC

Fully achieved

13 Maintain good physical access to the library collection

Partially achieved

STAFF GOALS

14 Recruit widely and hire selectively to ensure a wide variety of skills, age levels and library schools attended

Fully achieved

15 Establish computer literacy as a goal both in recruitment of new staff and in training of present staff

Partially achieved

16 Establish a training and orientation program for all new staff

Partially achieved

17 Maintain the program of in service training for all staff

Partially achieved

18 Maintain the performance appraisal system for hourly staff

Fully achieved

19 Establish a performance appraisal system for salaried staff

Partially achieved

20 Maintain the system for recruitment, training and evaluation of student workers

Fully achieved

21 Bring university policies regarding faculty status of librarians into compliance with national standards such as ACRL

Partially achieved

INSTRUCTION GOALS

22 Determine the method most likely to assure competence in library and information skills

Fully achieved

23 Establish programs of instruction for various audiences

Fully achieved

24 Ensure adequate staff to accomplish this goal

Partially achieved

PRESERVATION GOALS

25 Establish or define standards for good physical condition of the entire library collection, and maintain these standards while exploring new methods of preservation.

Partially/Not

- 26 Identify those unique resources which the library has a special responsibility to preserve, establish ways to preserve these materials, and secure funding to do it
Partially/Not

FACILITIES GOALS

- 27 Plan for and seek out appropriate equipment, furniture and new technology to improve study space staff working conditions, and work flow
Partially achieved
- 28 Assure materials and services are easily located through use of a proper sign system
Partially/Not
- 29 Provide a barrier free environment for physically handicapped users, with the goal of complete compliance with federal regulations
Not achieved

FINANCIAL RESOURCES GOALS

- 30 Ensure that the library budget is adequate to provide for materials, equipment and services
Partially achieved
- 31 Establish internal library planning coordinated with the university budget process to review needs of current programs and needs of potential new programs
Not achieved
- 32 Monitor expenditures so that the library remains within the budget
Partially achieved
- 33 Work with AU Advancement to obtain outside funding for special projects and needs
Not achieved

APPENDIX D

JAMES WHITE LIBRARY CLASSIFICATION OF STAFF POSITIONS

In cooperation with the university's Personnel Office, the library has prepared the following classification table for support staff

ASSISTANT I

ASSITSTANT II

ASSOCIATE I

ASSOCIATE II

Department Head

Unit or Branch Head

Acquisitions Assistant I

Acquisitions Assistant II

Acquisitions Associate I

Periodicals Assistant I

Periodicals Assistant II

Periodicals Associate I

Office Assistant I

Office Assistant II

Office Manager

Circulation Assistant I

Circulation Assistant II

Reference Assistant II

Reference Associate I

Refence Associate II

Cataloging Assistant II

Cataloging Associate I

Cataloging Associate II

ILL Assistant II

ILL Associate I

Stack Management Assistant II

Bookkeeper

AHC/TMC/MMC/AR Assistant I

AHC/TMC/MMC/AR Assistant II

AHC/TMC/MMC/AR Associate I

APPENDIX E

ANALYSIS OF LIBRARY BUDGET 1989/90 TO 1994/95

The following table reveals trends in library expenditures during the most recent six years.

1989/90

Personnel	847.550	53.3%
Resources	645.500	40.5%
Expenses	98.100	6.2%
		100.0%
Student Hours	40.069	
Staff Hours	28.913	
TOTAL	68.982	

1990/91

Personnel	843.893	52.5%
Resources	653.915	40.6%
Expenses	111.193	6.9%
		100.0%
Student Hours	39.245	
Staff Hours	30.149	
TOTAL	69.394	

1991/92

Personnel	937.873	52.7%
Resources	710.414	39.9%
Expenses	132.932	7.4%
		100.0%

1992/93

Personnel	1 066 250	55.1%
Resources	721 175	37.3%
Expenses	146 933	7.6%
		100.0%
Student Hours	45 583	
Staff Hours	33 072	
TOTAL	78 655	

1993/94

Personnel	1 089 052	55.4%
Resources	753 453	38.4%
Expenses	122 600	6.2%
		100.0%
Student Hours	43 214	
Staff Hours	36 708	
TOTAL	79 922	

1994/95

Personnel	1 139 172	56.4%
Resources	741 050	36.7%
Expenses	140 000	6.9%
		100.0%
Student Hours	41 500	
Staff Hours	34 528	
TOTAL	76 028	

APPENDIX F

SHELF INVENTORY

Prepared by Wolfhard Touchard.

Collection Development Librarian

Date: June 2, 1993

The following table analyzes expansion space available for the print
collections in June 1993.

This inventory is based on leaving 6" space on each shelf
e.g. A 75 volumes - in this section is space for 75 more volumes
e.g. average 3,300 volumes - where possible I supplied the average yearly purchases

BY CLASSIFICATION

A	75 volumes		
B	books	7,800 volumes	average 3,300 volumes
	reference	2,400 volumes	
	periodicals	1,800 volumes	average 550 volumes
C	350 volumes		
D	1,125 volumes	average 285 volumes	
E	1,000 volumes		
F	475 volumes		
G	425 volumes	average 50 volumes	
H	3,000 volumes	average 957 volumes	
J	1,100 volumes		
K	525 volumes		
L	2,300 volumes	average 1,125 volumes	
M	850 volumes		



N	350 volumes	average 60 volumes
P	2,750 volumes	average 430 volumes
Q	1,975 volumes	average 290 volumes
R	625 volumes	average 225 volumes
S	150 volumes	average 45 volumes
T	1,000 volumes	average 250 volumes
U	350 volumes	
Z	2,850 volumes	
	32,000 volumes total	average 11,000 a year

Career Information Center 325 volumes average 120 volumes

Reference 7,400 volumes average about 580 volumes

Periodicals 5,775 volumes average 2,200 volumes